

Leadership

...the ability to problem-solve is power. The ability to interact – to effect conciliation, compromise, team spirit...that is power.... You don't have to conform to some stereotype of a tough-minded executive in order to have and use power. In the final analysis you have to be yourself.

~ Colombe Nicholas

Developing Power

Lesson Six

1. What is Power?

A. Capacity to produce effects on others

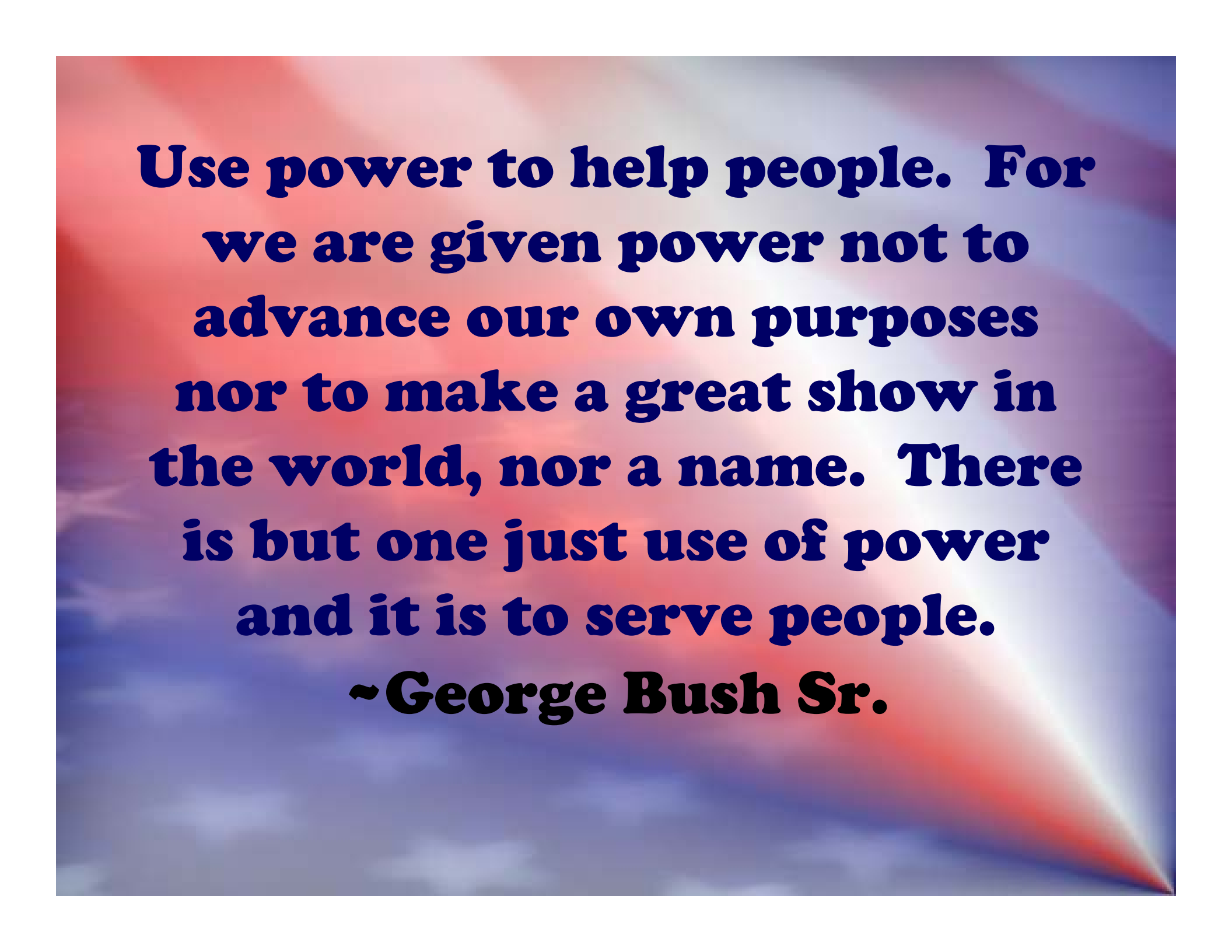
B-1. Followers and informal leaders

B-2. Formal leaders

C. Fact of life in modern organizations

D. Evokes mixed and often passionate reactions



The background of the image is a close-up, slightly blurred view of the American flag, showing the red and white stripes and the blue field with white stars. The flag is oriented diagonally, with the top-left corner of the image showing the stripes and the bottom-right corner showing the stars.

**Use power to help people. For
we are given power not to
advance our own purposes
nor to make a great show in
the world, nor a name. There
is but one just use of power
and it is to serve people.**

~George Bush Sr.

2. Five Sources of Power

A-1. Socialized power

A-2. Personalized power

B. Ability to give

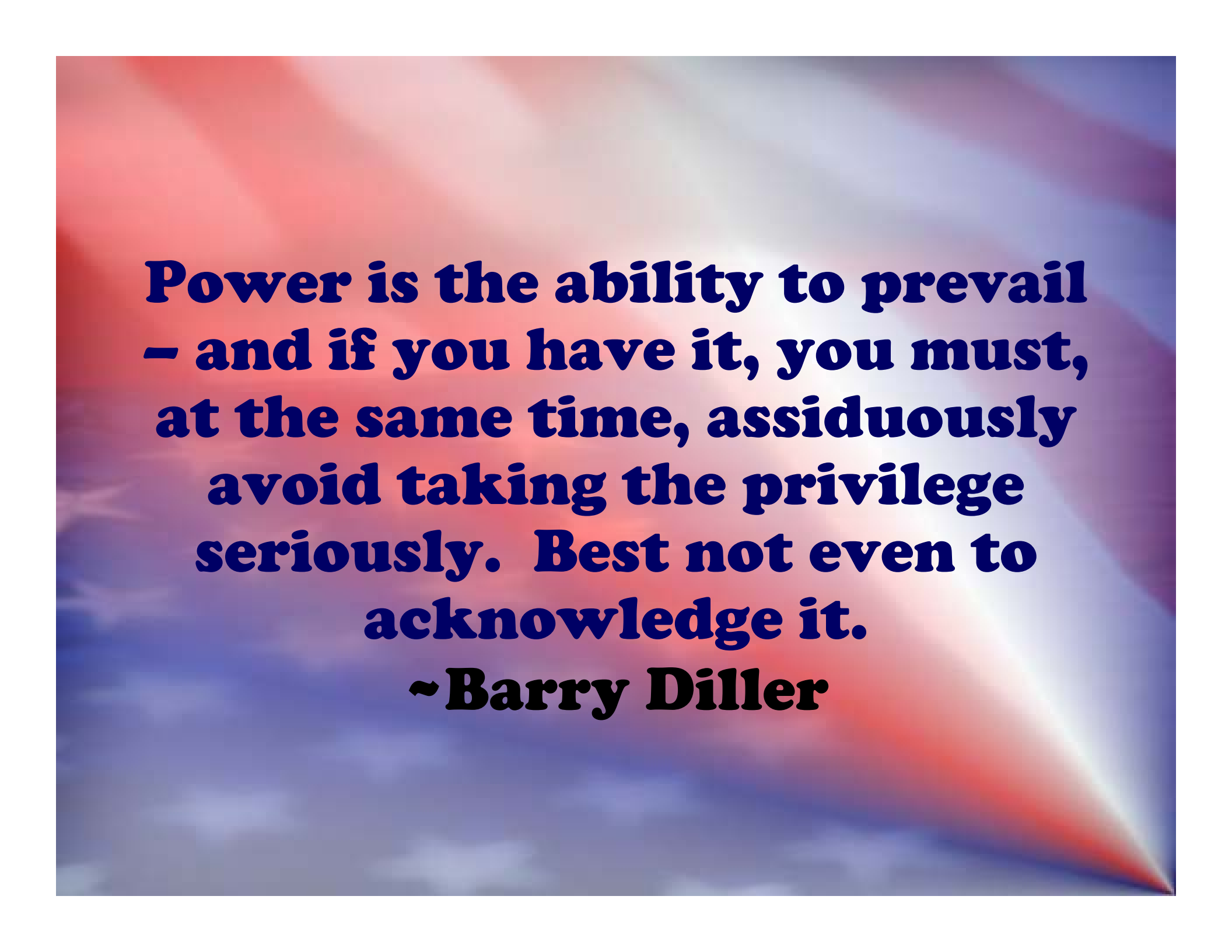
C. Fear and punishment

D. Formal authority

E. Specialized skills, knowledge,
or expertise

F. Respect or admiration





**Power is the ability to prevail
– and if you have it, you must,
at the same time, assiduously
avoid taking the privilege
seriously. Best not even to
acknowledge it.**

~Barry Diller

3. What Source of Power is Best?

A-1. Use a combination

A-2. Adapt and adjust

B-1. Very high

B-2. Slightly

B-3. Negative



If a man can accept a situation in a place of power with the thought that it's only temporary, he comes out all right. But when he thinks that he is the cause of the power, that can be his ruination.

~Harry S. Truman

4. How Do You Develop Power?

A-1. Complex process

A-2. Planning, experience, and careful execution

B. Conscientious use of techniques


C. Intentional acts of influence

D-1. Physical traits

D-2. Personality characteristics

D-3. External physical factors





**Any time you think you
have influence, try
ordering around someone
else's dog.**

~The Cockle Bar

5. What is Empowerment?



- A. Sharing power
- B. Granting decision-making authority
- C. Ownership, productivity, and commitment

Ten Power Positioning Techniques

1. Create a following by establishing a reputation for being credible, reliable, and ethical.
2. Show that you are willing to set goals, take action, and make decisions.
3. Look for ways to become visible by volunteering for special projects that expose your strengths and capabilities.
4. Acquire positions of authority and knowledge.

5. Develop your communication skills and ability to negotiate.
6. Develop commitment by displaying the inner drive that shows you are dedicated to excellence.
7. Network by learning to call on individuals inside and outside your organization who can help you reach your goals.
8. Learn how to be a team player by helping others reach their goals and objectives.
9. Understand your organization by being knowledgeable in the philosophy, politics, communication channels, and structures of the organization.
10. Develop confidence in how others see you by sharpening your public speaking skills and dressing professionally through appropriate attire.

